

# COVER MEMORANDUM FROM OIT TO OPEGA

April 15, 2013

## EXECUTIVE SUMMARY

I.T. is primarily about three things:

- Maintaining the existing environment, i.e., email, network, desktops, current & legacy applications, etc. Alternatively, this is about maintaining sunk investments.
- Project Management, i.e., working with business partners to move the organization forward. Alternatively, this is about launching new investments.
- Risk Management, i.e., Cyber Security, Privacy, BC-DR, etc. Alternatively, this is about safeguarding investments against dangers.

All aspects of I.T. delivery require strong partnership, and direct involvement from the business. There is no such thing as an I.T. project or initiative. There are only business projects and initiatives, of which I.T. is a part. All successful projects and initiatives require clear business ownership and decision-making, business financing, and resources (business experts).

OIT cannot unilaterally make substantive improvement in either Project Management, or BC-DR, or Data-Analytics. But working collaboratively, OIT and agency business partners can together effect genuine improvement in all three areas.

## CURRENT REALITY

1. OIT delivers I.T. services to about twenty independent, vertical lines-of-business, with little shared, horizontal planning or coordination.
2. The maturity, involvement, and resourcing vary considerably across this spectrum. Not surprisingly, this results in widely divergent outcomes.
3. OIT can, and does, suggest cross-departmental I.T.-related collaboration, which have the potential to deliver higher value. More specifically, OIT perpetually explores ways and means of leveraging shared infrastructure and applications. But from an organizational standing, it is not possible for OIT to either initiate or lead such efforts.

## FUNDING

1. OIT has proposed two unfunded positions across the three areas of OPEGA investigation (Project Management, BC/DR, Data-Analytics). These are the OIT Data Evangelist and the OIT BC/DR Manager.
2. However, in order to do proper justice to BC/DR, agency business partners must fund Agency Business Continuity Planners, not necessarily on a fulltime basis, but at least to the extent it takes to participate in Business Continuity Planning and DR-exercises.
3. In order to do proper justice to Data-Analytics, agency business partners must fund Agency Business Analysts.
4. On the Project Management front, some business partners are sometimes reluctant to fund dedicated Project Managers for their projects. It is not possible for OIT to ensure project success under those circumstances.
5. Also on the Project Management front, agency business involvement in project decision-making and governance remains suboptimal in many instances. Again, it is not possible for OIT to ensure project success under those circumstances. Agency business engagement in

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the decision-making and governance of its projects may or may not require additional agency personnel; OIT will defer to the agency business partners on that.

## **COMPLEMENTARY ROLES OF OIT & AGENCY BUSINESS PARTNERS**

1. Both OIT and the agency business partners must fulfill complementary roles in order to make realistic difference in Project Management, BC/DR, & Data-Analytics. OIT has attempted to articulate concrete roadmaps on all three fronts. But actual success is contingent upon both funding and appropriate agency business partner engagement.
2. Re: Project Management, business partners must assign suitable Subject Matter Experts and Decision Makers to ensure that projects stay on track, and are ultimately successful (on time, within budget, and end-product meeting customer expectations).
3. Re: BC/DR, BC planning against any realistic disaster event is a multi-party, collaborative endeavor, of which I.T. is but a part. For instance, in order to plan against a facility fire, an agency best convene a roundtable with DAFS General Services, DPS Emergency Management, MEMA, and OIT. OIT can indeed advice re: the feasibility of provisioning remote connectivity, but that is only a part of the overall Business Continuity Planning against a facility fire.
4. Re: Data-Analytics, its transformative potential simply cannot be overstated. There exists a huge, untapped potential in terms of mining historical knowledge and improving the accuracy of trend-forecasting. As articulated in the detailed OIT response, the agency business partner is the owner of the data, whereas OIT is merely the caretaker. The agency business partners leads with analysis & interpretation, whereas OIT supports the agency business partners with advice re: hosting, data structures, tools, etc.

## **CROSS-AGENCY COLLABORATION**

1. There exists a huge potential to increase the value proposition of all three areas via cross-agency collaboration, but especially so in case of Data-Analytics.
2. For Project Management and BC/DR, cross-agency collaboration will strengthen best practice and lower costs through shared services.
3. But with Data-Analytics, cross-agency collaboration will actually deliver new knowledge. For instance, a statewide Data Warehouse could investigate such questions as:
  - Correlation between the Sex Offender Registry and Daycare Service Providers (plucked from a recent headline)
  - Correlation between juvenile delinquency & adult felony conviction (could provide hints on more efficient early intervention)
  - Correlation between corporate bankruptcy filing & food aid enrollment
4. Such cross-agency data investigation need not be limited to just numerical data. Combined with location data, free-format texts, image data, sound data, etc., there exists a huge, untapped potential for mining historical knowledge and improving the accuracy of trend-forecasting.
5. OIT stands ready and willing to provide I.T. service delivery and consultation, but from an organizational standing, it is not possible for OIT to lead such efforts. Perhaps the Director, Office of Policy & Management, Governor's Office, could provide such leadership.

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## **DESIRED FUTURE REALITY**

1. OIT will continue to provide I.T. service delivery and consultation, irrespective of the point-of-origination of such service.
2. Agency business partners will become more engaged I.T. consumers, with higher maturity and deeper involvement.
3. Project Management, BC/DR, and Data-Analytics are very important for the State to continue to provide service to its citizens. It remains in the best interests of the State to adequately fund these three activities. Additional funding is required both on the OIT-side as well as the agency-side.
4. It is equally important for all parties to understand the distinct, but complementary, roles played by OIT and agency business partners. Neither can unilaterally take on the other party's role. But working collaboratively, OIT and agency business partners can together effect genuine improvement.
5. There must exist centralized business-leadership for cross-agency collaboration. Perhaps the Director, Office of Policy & Management, Governor's Office, could provide such centralized business-leadership.
6. In terms of empirical evidence of what is possible, we would like to humbly cite the OIT-DHHS partnership. Back in January 2012, the CIO initiated a series of conversations with DHHS Senior Management re: governance, resources, capability, etc. Since then, the CIO and the DHHS Senior Management have collaborated together to improve I.T. service delivery. And indeed, fifteen months downstream, the state of affairs is much improved. There is absolutely no reason why the same cannot be replicated across the State.